

STATE OF ALABAMA, DEPARTMENT OF FINANCE

INFORMATION SERVICES DIVISION— FY09 IT STRATEGIC PLAN WORKSHEET

MISSION	KEY GOALS (1-4)	STAKEHOLDERS (Expectations)
<p>Lead, coordinate, and oversee information technology (IT) activities and provide IT services for State government that benefit the citizens of Alabama. (Code 41-4-220 thru 221, 41-4-281, 41-4-288)</p>	<p>G1 Customer Satisfaction - To achieve reported customer satisfaction with ISD services and support of 90% by FY11 (GP2)</p>	<p>Customers – End users</p> <ul style="list-style-type: none"> • Citizens of Alabama • State employees
<p>VISION</p> <p>To be a trusted leader ensuring high value IT services are provided to State government, its employees and customers.</p>	<p>G2 Exec Branch IT Provider – To increase the number of services offered to each executive branch agencies by 5% each year. (GP2)</p>	<p>Expectations</p> <ul style="list-style-type: none"> - responsiveness - services that work - leadership
<p>VALUES</p> <ul style="list-style-type: none"> • Commitment to excellence <i>We are dedicated to achieving excellence in everything we do. We ensure our employees have the resources they need to succeed.</i> • Service <i>We strive to balance our customers' needs with the IT needs of State Government, as a whole.</i> • Customer focused <i>We strive to consistently achieve a high level of customer satisfaction for IT services.</i> • Respect <i>Our success depends on our employees' actions and capabilities. Each employee deserves respect and recognition for their value and contribution to our mission.</i> • Accountability <i>We will uphold the public's trust in all that we do. We are responsible for our actions and decisions.</i> • Trust <i>We place our trust in our employees to fulfill our goals and mission.</i> 	<p>G3 Disaster Recovery –To ensure that 100% of all ISD shared services are disaster recovery tested and they meet the requirements of disaster recovery policy; to provide support for all executive branch agencies in their development, planning and testing of disaster recovery. (GP4)</p>	<p>Leadership</p> <ul style="list-style-type: none"> • Finance Department and Governor's office • Constitutional Officers • Other State agencies, boards and commissions <p>Expectations</p> <ul style="list-style-type: none"> - performance - costs aligned with budgets - information about performance
	<p>WORKLOAD FACTORS</p>	<p>Partners</p> <ul style="list-style-type: none"> • Agency IT Departments • ISD Employees • Vendors and business partners <p>Expectations</p> <ul style="list-style-type: none"> - Respect - cooperation - technology leadership and expertise - Timely payment to partners.
	<p>W1: # of administrative and legislative initiatives W2: # clients served W3: # of services and # of systems supported W4: staffing levels and quality</p>	<p>STRENGTHS</p> <ul style="list-style-type: none"> • Dedicated, technically qualified employees • Capability to consolidate services offers greater economy of scale and return on IT investment • Knowledge of state systems and government operations • Relationships with vendors, business partners

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WEAKNESSES

- Inadequate policies and processes to ensure overhead and staffing costs are covered through revenue generation, as a self-funding agency
- Projected retirement and turnover of key, experienced personnel
- Lack of training, skills and experience for implementation of new technology and or services.

OPPORTUNITIES

- Expansion of digital government
- Implementing new technologies to provide additional IT shared services
- Decreasing costs of current information technologies permit expansion of existing services and capabilities
- Establishment of a comprehensive disaster recovery infrastructure and capability

THREATS

- Lack of stable funding sources, such as general fund appropriations
- Inability of agencies working within the current merit system and State Personnel to consistently attract, hire, and retain qualified IT personnel
- Potential erosion of revenue base
- Potential decreased departmental role in determining the strategic direction of State IT
- Increased frequency of security incidents

CRITICAL ISSUES

INTERNAL

- IC1 - Inadequate policies and processes to ensure overhead and staffing costs are covered through revenue generation, as a self-funding agency. (G2, G4)

- IC2 - Lack of adequate staff with the key knowledge, skills and abilities needed to support division's strategic direction. (G1, G2, G3)

EXTERNAL

- EC1 Lack of stable funding sources and potential erosion of revenue base. (G2, G3, G4)
- EC2 The inability of agencies working within the existing merit system and with State Personnel to attract, hire, and retain qualified IT personnel needed to support the State's strategic direction (G1, G2, G3)
- EC3 Lack of agency established comprehensive disaster recovery planning and testing (G1, G3)

STRATEGIES & ACTION PLANS

(Person Responsible/Estimated Completion Date)

- Expand Service per Agency** - To develop and implement a marketing program to increase adoption of services offered to agencies by 5% each year. G2, EC1, PR2
 - Determine quantity of shared services provided to Executive Branch agencies by Nov 07. (Jimmy Parish)
 - Identify targeted agencies and services by Jan 08. (Jimmy Parish)
 - Develop marketing plans for targeted agencies and services by Mar 08. (Jimmy Parish)
 - Implement marketing plans by Sept 08. (Jimmy Parish)
- Increase Customer Satisfaction** - Increase ISD's customer satisfaction rating each year as measured

by annual surveys to pinpoint strengths and weaknesses. G1

- Assess customer satisfaction based on annual customer satisfaction survey. (Jimmy Parish)
- Follow up with respondents on specific issues and concerns (Jimmy Parish)
- Provide feedback to employees about performance. (Jimmy Parish)
- Address issues and concerns in service areas with low ratings in order to implement changes and/or add services. (Jimmy Parish)
- Re-survey respondents regarding service areas which previously scored low to measure impact of imposed changes. (Jimmy Parish)

- Self – Funding** - Establish policies and processes to ensure overhead and staffing costs are covered through revenue generation, as a self-funding agency. G4, CI1, GP2

- Assess current revenue and funding levels to cover overhead and functional staff. (J. Holden)
- Develop process to ensure future hires are supported by projected revenue and funding. (J. Holden)

- Workforce Organization and Development** - Develop, implement and review workforce plans to address staffing, succession and required competencies. IC2

- Contract with workforce planning consultants to develop and/or update a workforce plan/(gap analysis) by October 2008. (J. Holden)
- Working with state personnel, hire additional personnel as needed by September 2009. (J. Holden)

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<p>C. Identify and obtain professional services as required by September 30, 2009. (J. Holden)</p> <p>D. Continue comprehensive training plan initiated in FY07 by September 30, 2009. (D. Hall)</p>	<p>8. Attract, Hire and Retain Qualified Personnel - Work with State Personnel and other state agencies to enhance the system's capability to attract, hire, and retain qualified IT personnel. EC2, GP2</p>	<p>QObj2 Increase number of services based on customer needs and eliminate services no longer required by customers or rendered obsolete by technology advances. (mix of services offered) (G1, G2)</p>
<p>5. Disaster Recovery Support - Provide support needed to assist all executive branch agencies in the development and testing of their disaster recovery plans. G3, EC3</p> <p>A. Develop and implement a marketing plan to market Disaster Recovery support as a service by FY10. (Jimmy Parish)</p> <p>B. Assess the agency's current Disaster Recovery status and needs by FY10. (Ken)</p> <p>C. Partner with agency to define needs and develop plan by FY10. (Team)</p> <p>D. Assist agency in testing plan by FY10. (Team)</p>	<p>A. Open new registers by the end of FY09. (Assistant Directors)</p> <p>B. Establish new classifications by the end of FY09. (assistant Directors)</p> <p>C. Assist State Personnel with pay and compensation comparisons by the end of FY09. (Planning and Development)</p>	<p>QObj3 Ensure at least 98% of all service level agreements are fulfilled on an annual basis. (% of service level agreements fulfilled) (G1, G2)</p>
<p>6. Internal Disaster Recovery Readiness - To develop and test a disaster recovery procedure for all ISD shared services by the end of FY11. G3, GP2, GP4</p> <p>A. Address Disaster Recovery Plan by service by FY10.</p> <p>B. Identify needs and requirements by service to develop plan by FY10.</p> <p>C. Develop and test procedure by FY10.</p>	<p style="text-align: center;">OBJECTIVES (Performance Indicators)</p> <p>Efficiency</p> <p>EObj1 Maintain average service rates to within 5% of current benchmark comparisons with other government and corporate providers. (average service rates) (G1, G2, G4)</p> <p>EObj2 Establish funding sufficiency for each service offering in ISD's catalogue from 100% to 116% of cost (2 month's operating capital). (funding sufficiency) (G4)</p> <p>EObj3 Deliver at least 95% of all services and products within established and agreed deadlines. (% of deadlines met) (G1)</p> <p>EObj4 Maintain an average discount rate of 25% for all contracted products and services. (average contract costs) (G1, G4)</p>	
<p>7. Operating Capital - Maintain two months excess operating capital in the revolving fund based on cost and collections. G4, GP2, CI2</p> <p>A. Assess current status. (Jan Holden)</p> <p>B. Adjust pricing, service, cost and spending as required to achieve recommended standard ((Jan Holden)</p>	<p>Quality</p> <p>Maintain systems availability within 3% of industry norms and established benchmarks. (system reliability) (G1, G3)</p>	